

CHANGI CONNECTION

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CHANGI
airport group



**Changi Airport handled 22 million
passengers in first half of 2011**

AIRPORT EMERGENCY PLAN - THE BACKBONE TO A CRISIS

Changi Airport Group's (CAG) mission is to develop a vibrant global air hub and no efforts are spared to provide a safe and secure airport operation for its passengers, partners, businesses, airport users and employees.

"As the operator of Changi Airport, CAG is expected to manage and respond to emergencies that may occur without warning or arise from an escalation of events at the airport. There could also be events which happen beyond the airport environment but may have indirect impact on the operations on Changi, for example, an influenza pandemic outbreak, which would require the airport to assist in the screening of passengers," said Mr Yeo Kia Thye, Senior Vice President, Airport Operations. "While the Civil Aviation Authority of Singapore (CAAS) assumes the role of a Crisis Manager, providing strategic and policy direction and guidance to CAG, the airport operator is tasked as the Incident Manager to mitigate the consequences resulting from the crisis."

To deal with airport emergencies, the Incident Action Group (IAG) which comprises internal resources from within CAG such as Airport Emergency Service (AES), Aviation Security and Airport Operations will be activated. The IAG will work with various government agencies such as the Singapore Police Force, Immigration and Checkpoints Authority (ICA), Ministry of Health (MOH), Singapore Civil Defence Force

(SCDF), CAAS, as well as airport partners such as airlines and ground handlers to coordinate on-ground operations. In times of emergency, there is no single agency that has the capability to manage the crisis on its own.

The recent Japan earthquake and nuclear crisis was an emergency that took the world by surprise. Through experience from previous crises and being well-prepared for different crisis scenarios through emergency simulation exercises, CAG together with CAAS, roped in government agencies such as SCDF and the National Environment Agency (NEA) to mitigate the risk of radioactive contamination at Changi Airport.

For every crisis, communication is always a challenge. It is crucial that information channels remain open and accurate information is disseminated quickly to all stakeholders.

Mr Yeo added, "At the close of every crisis exercise, we will do a debrief with all stakeholders to learn from one another and improve on processes. Passengers will always be the key priority and our actions are in effect a reflection of their needs."

ROLE OF AES IN CRISIS

The AES division provides rescue and fire fighting protection at Changi Airport which includes aircraft emergencies as well as domestic incidents such as fires, bomb warnings and incidents involving hazardous materials.

AES is also the custodian of the Airport Emergency Plan (AEP) which outlines the roles and responsibilities of respective CAG divisions and other mutual aid agencies in various emergency scenarios.

Although the International Civil Aviation Organisation (ICAO) mandates the conduct of a full-scale exercise once every two years, the AEP is tested and validated with two full-scale exercises at Changi Airport each year, where around 500 to 800 officers from agencies such as the ICA, MOH, SCDF, SPF, SAF and the participating airlines will be activated. The exercises will be based on a realistic yet challenging scenario in order to stretch the plan to see how things would work in a real accident.

To test the operational effectiveness of each shift, AES conducts a Company Proficiency Test (CPT) each year. The CPT brings together each operational shift during their off-days to assess the individual proficiencies of the fire fighters, leadership of the supervisors and senior officers and more importantly, the team coordination and synergy in an emergency scenario. Independent invigilators will also introduce surprise elements to assess how the operational crew would react under conditions of fatigue and stress – both individually and collectively as a team.



Airport Emergency Service officers at a simulation exercise.

SINGAPORE AVIATION CENTENNIAL CELEBRATIONS

In 1911, a British Bristol Boxkite biplane took off from Singapore, setting in motion a journey that has led to aviation playing a significant role in transforming this island into a global city. This year, Singapore celebrates 100 years of aviation, marking a centenary of aviation achievements that have helped place Singapore on the world map. Here are some highlights of the year-long celebration that takes place from March 2011 to February 2012.

Our Journey, Our Future – the Singapore Aviation Centennial Exhibition

The multi-media exhibition will take visitors on a journey through Singapore's rich aviation history, the multi-faceted aspects of Singapore as a vibrant global aviation hub as well as provide a glimpse of what the future of aviation could be. A half-size replica of the Bristol Boxkite biplane that started aviation in Singapore will be on display at the exhibition. Visitors can "Guess the weight" of the Bristol Boxkite biplane and stand to win one pair of Singapore Airlines return economy class tickets to Los Angeles. The exhibition will run from 8 August to 31 October at Changi Airport Terminal 3 Departure Check-in Row 11.

'Aviation Inspirations' Photography Competition

Here's a chance for photography enthusiasts to submit photos that best capture the aviation industry and depict how aviation has touched their lives and stand to win cash or a pair of



Replica of Bristol Boxkite biplane at the exhibition in T3.

Singapore Airlines return economy tickets. The deadline for entries is 30 September.

Aviation Open House 2011

To be held from 3 – 5 November 2011 at D'Marquee, Downtown East, this event will offer students and job-seekers a glimpse of career opportunities in the aviation industry and a chance to interact with industry professionals.

Aviation Run 2011

This charity fun run/walk will bring the aviation community and their families together to raise funds for the less fortunate and will be held on 12 November 2011 at the Changi Exhibition Centre.

Singapore Aviation Centennial Lecture Series

Aviation professionals will be sharing their experiences and thoughts on the future of civil aviation in a series of lectures organised by the Singapore Aviation Academy (SAA). The lectures will be open to all participants of SAA's programmes, industry players, students and members of the public.

Visit www.aviationcentennial.sg for more information.

CHANGI CELEBRATES 30TH ANNIVERSARY

1 July 2011 marks the 30th anniversary of Changi Airport when the first scheduled flight arrived from Kuala Lumpur on the same day in 1981. Thirty years on, Changi Airport has come far from having just Terminal 1 to four terminals today and becoming the most awarded airport in the world with more than 370 awards under its belt.

On its 30th birthday, Changi Airport had the privilege of meeting up with Mr Jonathan Holland, who was one of the first passengers who flew through Changi Airport on the day it started operations 30 years ago. Mr Holland, a British and a PR in Singapore, was flying to Kuala Lumpur that day and still has the immigration stamp on his old passport to mark that momentous event.

To hear more of Mr Holland recounting his experience and impression of Changi back then, watch a video on www.youtube.com/user/FansOfChangi

"Terminal 1 was very special in many ways. It was the first time I have been to a carpeted airport. Duty-free shopping on arrival was also very unusual in those days. When I look at Changi Airport as a whole, words that come to my mind are speed, comfort and efficiency that is second to none."

- Mr Jonathan Holland, one of the first passengers who travelled through Changi on 1 July 1981.



SATISFY YOUR PALATE WITH AUTHENTIC PERANAKAN CUISINE

If you have cravings for Nyonya kuehs or desserts, you can now come down to Chinta Manis at Changi Airport. Located at Terminal 2 Arrival Hall, Chinta Manis promises fresh, 100% handmade kuehs that is sure to make you come back for more.

Chinta Manis, which means 'sweet love' in Malay, pride themselves on using traditional Peranakan techniques. They use only the finest ingredients and no preservatives.

Known for their creativity and innovation, Chinta Manis infuses these elements resulting in a delectable spread of Nyonya kuehs and desserts, cakes, savoury and sweet pastries and other local Peranakan delights.

It is highly recommended that you try their top three sellers - Ondeh Ondeh Gula Melaka, Chendol Agar Agar and Putri Seri Kaya – that have received raving reviews.

Complete your Peranakan experience with their distinctive local house blend of coffee, with beans originating from Indonesia and Vietnam, and a fine selection of teas from the region.

On top of their affordable prices, airport staff enjoys 10% and 20% discounts for their kuehs and cakes respectively. Can life get any sweeter?



TRAVEL IN STYLE WITH FLIGHT 001

With its sleek, futuristic store design at Changi Airport Terminal 2, Flight 001 (pronounced Flight One) is hard to miss. Designed to emulate an airplane cabin, Flight 001 carries the latest products and gadgets that are functional yet stylish for savvy travellers.

"We feel that Singapore has one of the most strategic airports in the world and is a major hub for many international flights especially for Asia. More importantly we found an exceptional partner to open in this market," said Mr John Sencion, founder of Flight 001, when asked the reason behind the decision to launch a store at Changi Airport.

At Flight 001 you can find travel essentials like quality luggage from Mendoza, messenger bags from Timbuk2 and comfortable footwear from FitFlop. But besides these labels, Flight 001 also carries their own line of accessories like the 'Spacepak System' which has been voted 'Product of the Year' by Travel + Leisure.

More than just a retail store, Flight 001 aims to revolutionise the way we travel and doing it in style through their unique products. So the next time you need to revamp your travelling style, just remember to drop by Flight 001.

A NEW THIRD GROUND HANDLER

A new ten-year licence on ground handling has been awarded to US-based Aircraft Service International Group (ASIG) on 9 June 2011. ASIG will be providing a full suite of passenger handling, apron handling and cargo handling services to some 100 airlines operating at Changi Airport, alongside the other two ground handlers, SATS and Dnata.

With the addition of ASIG to the pool of ground handlers, it will be able to provide airlines at Changi Airport with another choice as well as potential benefits in terms of service quality,

range of offerings and pricing. ASIG demonstrates its experience and expertise to serve both full service and low cost carriers with its wide portfolio of airline customers in the USA and Europe that includes carriers like Virgin Atlantic, SAS, JetBlue and Ryanair.

In the tender proposal stage, ASIG submitted a business plan that had a right mix of experience, innovative solutions and financial resources which are the deciding factors for Changi Airport Group (CAG) to eventually select ASIG from four shortlisted companies.

TWO CHANGI MILLIONAIRE FINALISTS ANNOUNCED

Since we started the "Be a Changi Millionaire" shopping promotion in May 2011, we now have two monthly finalists who will each have a one-in-seven chance to be the next Changi Millionaire to walk away with a cash prize of \$1 million!



Ms Lira Wilson

The first finalist for this year's Be a Changi Millionaire draw was Ms Lira Wilson who made history by being the first ever female finalist. The inaugural Changi Millionaire Draw, which was held in January this year, had six finalists – all men.

The 47-year-old Filipina working in Melbourne has bought a \$2,000 Salvatore Ferragamo bag at The Fashion Gallery while on-route to Istanbul for a holiday.

The second finalist was Mr Teo Teck Seng, a 39-year-old Singaporean. It was Mr Teo's act of love for his wife that made him first time lucky in a draw. During a family trip to Changi Airport for a meal, he ended up purchasing a pair of diamond earrings that his wife has taken fancy to at SK Jewellery.



Mr Teo Teck Seng

As Changi Millionaire finalists, they each had won \$5,000 cash and a three day/two night stay in a luxurious hotel in Singapore. They will join five other finalists in the face-off for \$1 million Grand Prize during the Grand Draw which will be held at Changi Airport in January 2012.

To participate in the draw, shoppers just need to make a minimum purchase of \$30 at any retail or dining outlets in Changi Airport. Chances are doubled if charged to VISA. For more information, visit www.changiairport.com/millionaire



KUNG FU PANDA AND TRANSFORMERS AT CHANGI AIRPORT

Visitors who came to Changi Airport on the first weekends of July and August were in for a surprise when they met Po the Dragon Warrior, Optimus Prime and Bumble Bee at Terminal 3, Basement 2. Po took time off Kung Fu and the Transformers made a special appearance at Changi much to the delight of their fans.

An overwhelming crowd gathered to give Po and the Transformers a warm welcome and the first 30 early-bird families had the opportunity to get a special photo op with their favourite characters.

Visitors to Changi can expect to meet even more characters such as Barbie and Ken on the first weekend in coming months at 1pm and 4pm at Terminal 3, Basement 2. To redeem a photo pass, simply spend a minimum of \$10 (\$5 for Changi Rewards members) in a single receipt at any outlet at Changi on the same day. Only 30 photo passes will be given out each day, so don't miss the rare opportunity to have a photo taken with your favourite characters and be there early!



CAG WINS DFNI AWARDS FOR TRAVEL RETAIL EXCELLENCE

Changi Airport Group (CAG) has once again been honoured as the Airport Authority in Asia/Pacific with the Most Supportive Approach to Travel-Retail in the 2011 DFNI Travel Retail Excellence award ceremony held on 17 May in Singapore. This is the twelfth time that Changi Airport has won this award, an affirmation that CAG's dedication to help its retail partners grow and accelerate their business is recognised and welcomed by the travel retail community.



Award winners are determined from votes by retailers, suppliers, agents and distributors operating in the Asian travel retail market.

CHANGI AIRPORT'S PERFORMANCE FOR THE FIRST HALF OF 2011

Changi Airport handled about 22 million passenger movements in the first half of this year - an increase of 10.7% over the same period last year.

This robust performance is a reflection of IATA's forecast that the burgeoning traffic demand in Asia Pacific, currently the world's largest aviation market, will soon account for 30% of total air traffic by 2014.

In the Asia Pacific region, the popularity of low cost carriers (LCC) is increasing and has contributed to the overall passenger growth at Changi. LCC traffic in Singapore grew by 25.2% between January to June this year, compared to full service carriers which grew by 6.6%.

LCCs are quick to seize the opportunities offered by the growth in the region to expand their services. For example, Jetstar has announced that it will be expanding its Asia Pacific operations with five new A320s and two A330s, and operating an additional 40 weekly flights out from Changi by year's end. This expansion represents a doubling of Jetstar's services in Singapore, further entrenching its commitment to its Singapore hub. It would also be launching new services to Ningbo, Beijing and Hanoi in the next few months.

Southeast Asia and Northeast Asia contributes most of the increase in traffic at Changi, rising 16.4% and 10.4% respectively. These two regions are key markets for Changi, accounting for more than two thirds of passenger movements at Changi. The top five city links (in terms of passenger movements) for Changi remain with Jakarta, Hong Kong, Kuala Lumpur, Bangkok and Manila.

Singapore Airlines has also responded to the buoyant travel market with plans to increase flights to Bangkok, Tokyo Haneda, Osaka, Guangzhou, Mumbai, Ahmedabad, Istanbul, and Cape Town during the Northern Winter operating season i.e. 30 October 2011 to 24 March 2012. Earlier in May, the airline has revealed a bold new strategy to launch a low fare subsidiary airline to serve an untapped new market on medium and long-haul routes, in the bid to regain its market share from budget airlines.

These recent announcements by Jetstar and Singapore Airlines on their expansion plans would help further strengthen Changi's position as a global air hub. Since the beginning of 2011, Changi had welcomed four more airlines – Hong Kong Airlines, Air Macau, Finnair and Transasia Airways. Within the first half of the year, seven new city links - Nanning, Pekanbaru, Redang, Sao Paolo, Zhengzhou, Helsinki and Makassar - have been added, notably Sao Paolo in Brazil which is Changi's first direct link to South America and Helsinki, Finland which would significantly increase Singapore's connectivity with the Nordic region.

With more developments expected in coming months, Changi Airport is on track to surpass its last year's record of 42 million passengers and achieve its next major traffic milestone very soon.

Changi Sets 50 Million Traffic Milestone by 2014

Changi Airport Group (CAG) expects to exceed 50 million passenger movements by 2014. This announcement was made at CAG's media briefing at the 67th IATA AGM held in Singapore on 5 June 2011.

Changi has identified four strategic thrusts to achieve this goal:

- Collaborate with Key Partners
- Enhance Changi Experience
- Leverage on Singapore's New Tourism Products
- Strengthen Changi's Global Network

Mr. Yam Kum Weng, CAG's Executive Vice President, Air Hub Development says, "We will strengthen our connectivity to points in China and India, in particular the secondary cities where there's a lot of potential for growth. And also to long haul markets like Europe, United States and Russia."

CAG will also continue to upgrade its airport infrastructure to provide greater efficiency for its airline customers and create a first class experience for its passengers. In addition, CAG will continue to work closely with its partners including Singapore Tourism Board to reinforce Singapore as a premier tourist destination.

A TRIBUTE TO AIRLINES AT CHANGI AIRLINE AWARDS

The relationship between air hubs and their airlines are closely intertwined as Singapore's Minister for Transport and Second Minister for Foreign Affairs, Mr Lui Tuck Yew said in his speech at the 6th Annual Changi Airline Awards on 18 July 2011 at Shangri-la Hotel Ballroom.



Changi Airline Award winners.

"Changi Airport's close partnership with its airline community is a valuable asset that has helped our air hub weather past storms and strengthen Changi's position as an international air hub. This partnership must continue to be strengthened in order for Changi and its airline partners to face the ever-increasing competitive landscape ahead," Mr Lui added.

It was in celebration of this partnership that the Changi Airline Awards was held. The event which commenced in 2006 is held annually in recognition of the airline community's commitment in contributing to the vibrancy of Changi Airport and making it a world-class air hub.

CAG Chief Executive Officer, Mr Lee Seow Hiang attributed the progress that Changi has made in the last three decades to the steadfast support and close-knit partnership shared by the Changi family which comprises airlines, government agencies, ground-handling agencies and other companies at the airport.

As for the future, he said, "We hope to serve 50 million passengers by the end of 2013 or early 2014. As long as Asia continues to grow, and Singapore, as a country, safeguards and builds on its strong fundamentals, there will be many opportunities for us." He added that CAG is planning to commit over \$2 billion in investments to support the growth of its airline partners, while delivering the same award-winning service for passengers.

"We have braved storms and overcome challenges and in the process, have bonded closer and fostered stronger and more resilient partnerships."

- Mr Lee Seow Hiang, Chief Executive Officer of CAG

A total of 37 awards were presented in six categories including top airlines for passenger and cargo carriage, the fastest growing carriers for passengers (by region) and cargo, and *Partner of the Year* award.

CHANGI AIRLINE AWARDS 2011 RECIPIENTS

Partner of the Year (2010)

Turkish Airlines

Top 10 Airlines by Passenger Carriage

(In order of merit, based on passenger carriage in 2010)

1. Singapore Airlines
2. SilkAir
3. Tiger Airways
4. Jetstar Asia
5. Qantas Airways
6. Cathay Pacific Airways
7. AirAsia
8. Indonesia AirAsia
9. Emirates
10. Thai Airways International

Top 10 Airlines by Cargo Carriage

(In order of merit, based on cargo carriage in 2010)

1. Singapore Airlines Cargo
2. Cathay Pacific Airways
3. FedEx Express
4. Qantas Airways
5. EVA Airways
6. China Airlines
7. Korean Air
8. Air Hong Kong
9. Asiana Airlines
10. Nippon Cargo Airlines

Top Airline by Growth in Passenger Carriage – By Region

(Based on the airline's home region, by absolute passenger growth in 2010)

Region	Airline
Africa	Air Mauritius
Americas	United Airlines
Europe	KLM Royal Dutch Airlines
Middle East	Emirates
Northeast Asia	Cathay Pacific Airways
Singapore	Jetstar Asia
Southeast Asia	Lion Air
South Asia	Sri Lankan Airlines
Southwest Pacific	Jetstar Airways

Top 5 Airlines by Growth in Cargo Carriage

(In order of merit by absolute cargo growth in 2010)

1. Singapore Airlines Cargo
2. Cathay Pacific
3. EVA Airways
4. FedEx Express
5. Thai Airways International

Special Appreciation Awards

Airline Operators' Committee
Board of Airline Representatives

CHANGI AIRPORT LAUNCHES CAMPAIGN TO BOOST TRAVEL TO JAPAN



Sake barrel-breaking ceremony with (L to R) Mr Lee Seow Hiang, CEO, CAG, Ms Susan Teng, Chairman of NATAS Outbound Committee, Dr Akima Umezawa, Head of Chancery and Counsellor of Embassy of Japan, and Mr Motonari Adachi, Executive Director of JNTO.

“After the earthquake in March, we decided that the best thing we can do for our Japanese counterparts in this time of need is to take a more proactive and inclusive approach to help restore passenger traffic between both countries.”

- Mr Lee Seow Hiang, Chief Executive Officer of Changi Airport Group

On 15 July, Changi Airport launched a *Friends of Japan* initiative in the effort to help revive Japan’s tourism which has been badly hit since the March 11 earthquake and tsunami disaster.

According to figures from the Japan National Tourism Organisation (JNTO), visitor arrivals in April from its top ten markets dropped by more than 50% year-on-year.

Passenger movements between Singapore and Japan have also declined 13.2% between March and June over the same period last year. Japan is one of Changi’s top ten markets, contributing about 1.8 million passenger movements a year, and four important city links to Changi’s network.

Working together with its partners such as the Japan National Tourism Organisation (JNTO), travel agents and airline partners, Changi spearheaded a series of events and promotions to restore the interest of Singapore residents to consider Japan as a tourist destination again. Changi’s support for the initiative amount to some \$700,000.

To kickstart the campaign, an ‘*Enchanting Japan*’ Fair was held from 15 to 17 July at Terminal 3 Departure Check-in Hall. The fair opened with an energetic *taiko* drum display and a traditional sake barrel-breaking ceremony to signify good luck.

Tourism representatives from Japanese prefectures of Gifu, Kanagawa, Nagano, Shizuoka, Toyama and the JNTO were present to offer visitors suggestions on planning for a holiday in Japan and to answer queries on various tour packages offered by major travel agents.

There were daily travel quiz shows with prizes such as Japanese gifts and Changi Dollar vouchers plus a chance to win free holidays to Japan in the daily lucky draw. Visitors also experienced the best of Japanese culture such as origami, soba-making and traditional Japanese tea ceremony demonstrations as well as *minyo* folk dance and Cosplay (costume play).

CAG partnered with Singapore Airlines to boost travel to Japan via Singapore in Indonesia, India and Australia by offering promotional airfares with free stopover stays in Singapore. In addition, CAG worked with numerous travel agents to take up advertisements in major newspapers and launch a series of live radio broadcast on 88.3 Jia FM, Love 97.2 FM and Radio 100.3 FM in end July and August where radio DJs shared first-hand accounts of their tour of Japan.

CAG will also be giving away Changi shopping vouchers worth \$90,000 to the daily first 1,000 travellers who buy packages on direct flights to Japan at the upcoming NATAS Holiday travel fair in August.





TRANSASIA LINKS SINGAPORE TO TAIPEI

NEW INNOVATIVE SERVICE BY FLYCRUISE

Passengers arriving at Singapore Changi Airport and subsequently embarking on the SuperStar Virgo can now expect smoother transition with FlyCruise service. Jointly launched by Changi Airport Group and SATS in July, the FlyCruise service is the first of its kind in Asia to improve the travel experience for the growing number of cruise passengers.

FlyCruise allows passengers to check-in their baggage for the cruise at the airport two days in advance or up to three hours prior to their cruise departure. During check-in, cruise cabin access keycards and baggage claim tags will be issued to passengers concurrently.

With their baggage being delivered directly to their cabins, FlyCruise passengers only need to clear immigration at the Singapore Cruise Centre on the cruise departure day, and subsequently board the cruise ship 1.5 hours before it departs. The greater flexibility and convenience reduces the stress of travelling and it also gives them more time to explore Singapore before going for a cruise.

The FlyCruise service is available on cruise days – Wednesday, Friday and Sunday from 7.00 am to 9.30 pm. SATS will eventually provide this service on a daily basis. For a fee of S\$33 per cabin, FlyCruise passengers can check in five pieces of baggage and enjoy a suite of services which includes the issuance of sea passes, baggage acceptance and passenger transfers. SATS will manage the FlyCruise check-in counter located at the arrival hall of Singapore Changi Airport Terminal 3.

On 29 June 2011, TransAsia Airways, a Taiwanese carrier, commenced daily services between Taipei and Singapore, an event which coincides with its 60th anniversary this year. TransAsia is now one of the six carriers which operates a total of 60 weekly services linking Singapore to Taipei. The other carriers are Taiwan's China Airlines and Eva Air and Singapore-based Jetstar Asia, Singapore Airlines and Tiger Airways.

Changi Airport Group's Executive Vice President for Air Hub Development, Mr Yam Kum Weng, said, "We warmly welcome to Changi Airport, TransAsia Airways, an established Taiwanese airline with a heritage of good service and reliability. The commencement of TransAsia's Taipei-Singapore service is timely to meet the strong travel demand by both Taiwan and Singapore residents on this sector, and provides travellers with more options when visiting both cities."

Transasia's flight schedule features an early morning departure out of Changi and an end of day return from Taipei's Taoyuan International Airport. This is in a bid to attract business and leisure travellers who wish to maximise their time in the Taiwanese capital.

TransAsia Airways operates at Terminal 2.

Mr Foo Sek Min (Executive Vice-President, Airport Management, Changi Airport Group), Mr Vincent Lin (Chairman, TransAsia Airways), Her Excellency Vanessa Shih (Representative, Taipei Representative Office in Singapore) and Mr Stanley Loh (Deputy Secretary International, Ministry of Foreign Affairs).



JET QUAY EXTENDS LEASE IN CHANGI AIRPORT

The JetQuay CIP (Commercial Important Persons) Terminal at Changi Airport renewed its tenancy with Changi Airport Group (CAG) for another three years starting from 1 August 2011.

JetQuay was introduced in September 2006 as a new concept of travel experience to passengers who prefer privacy and personalized services. Positioned as an elite terminal, JetQuay provides personalised services such as limousine transfers from private jets to the terminal, buggy services to gate holdrooms, baggage pickup and delivery and even a personal shopper.

Following the economic recovery in 2009, JetQuay saw a steady increase



in the number of passengers using the terminal and requesting for its services. In 2010, JetQuay handled 55,000 passengers, which is an increase of 40% from 2009. With more than 40,000 passengers having used the facility just in the first six months of 2011, growth is expected to continue.

The growing popularity of JetQuay can be attributed to higher passenger traffic at Changi Airport as more visitors arrive in Singapore after the opening of the two integrated resorts and hosting of global events such as the Formula One

night race. With these developments, there are more passengers who are willing to pay a premium for elite airport terminal services. In 2010, more than 50% of JetQuay's revenue is from private jet clients, including a number of internationally renowned celebrities.

New facilities such as GST refund and the relocation of the Departure Immigration counter to a centralised point will be in place by end 2011 as part of JetQuay's efforts to bring its customers' travel experience to a higher level.

HUMAN FACTORS A KEY THEME IN AVIATION SAFETY SYMPOSIUM

On 13 July 2011, Changi Airport Group (CAG) and the Civil Aviation Authority of Singapore (CAAS) jointly organized the inaugural Airport Safety Symposium

2011 at Changi Airport Crowne Plaza. As safety is not to be taken lightly, the symposium was organised to raise safety awareness in Singapore's aviation industry. More than 160 management personnel from Singapore's aviation industry comprising airlines, ground handlers and other service providers attended this insightful conference. Guest speaker Dr Robert Lee, an international aviation consultant, was specially invited to share on the importance of Safety Management System and how to optimize it through integration with the management processes of the organization. More importantly, Dr Lee stressed on

revamping the approach taken in safety management. He recommended the focus should shift from the accident itself to the preventive controls that failed and the recovery methods that worked.

Changi Airport Group's CEO, Mr Lee Seow Hiang, supported that view in his closing address, "Changi's safety management system is designed to help identify safety gaps and encourages the development of new safety initiatives while at the same time, facilitate collaborative efforts with our partners to promote and improve safety performances." He added, "Ensuring and improving on our safety record will always be a strong focus at Changi."

Dr Robert Lee giving his presentation on Safety Management System.



ASIA'S BEST EMPLOYER BRAND AWARD

Into its sixth year, the Asia's Best Employer Brand Award 2011 held on 22 July 2011 saw Changi Airport Group (CAG) being awarded 'Asia's Best Employer Brand Award'.

Ms Justina Tan, Senior Vice President, Human Resource of CAG who received the award said, "We are flattered to receive this award alongside other reputable companies. With the 'Asia's Best Employer Brand Award', it gives us an edge over others when potential candidates consider a career with us. We are happy that the Changi Airport Group brand name resonates within Asia."



CAG'S SCHOLARSHIP RANKED TOP 5

Scholarships given by Changi Airport Group (CAG) were ranked fifth most popular among junior college graduates and tertiary undergraduates in the 2011 BrightSparks Scholarship and Career Survey. Scholarships from National University of Singapore, Public Service Commission, Nanyang Technological University and Singapore Airlines are among the top five.

BrightSparks is a Singapore-based scholarship and higher education portal for junior college students and tertiary undergraduates to connect them with scholarship providers and institutes of higher education.

The BrightSparks Scholarship and Career Survey is an annual survey conducted among recent 'A' Level graduates and International Baccalaureate (IB) Diploma graduates, final year students from polytechnics, and Year 1 or 2 students from National University of Singapore, Nanyang Technological University and Singapore Management University.

This is the first year since corporatization that the CAG has launched a scholarship programme. CAG offers two types of scholarships - undergraduate scholarship and mid-term scholarship. This year, CAG has given out three undergraduate scholarships.

More details on the scholarships can be found at www.changiairportgroup.com



Ms Justina Tan, Senior Vice President, Human Resources, CAG (centre) receiving the "Asia's Best Employer Brand Award".

Other Singapore brands that received the Asia's Best Employer Brand awards are Banyan Tree Hotels and Resorts, Coca Cola Far East, Cold Storage, Fuji Xerox Singapore, Microsoft Asia Pacific, Parkway Group Healthcare, Procter & Gamble, Resorts World at Sentosa, Singapore Airlines and StarHub.

Asia's Best Employer Brand Award is started by the Employer Branding Institute, an organisation aimed at connecting veteran human resource leaders with one another virtually to share best practices in employer branding.

CAG RECOGNISED IN TOTAL DEFENSE AWARDS



Mr Goh Yong Long, Senior Vice President, Corporate Development & International Relations, CAG (left) receiving the award from Mr Lawrence Wong, Minister of State for Ministry of Defence & Ministry of Education.

CAG was conferred the Distinguished Defence Partner Award this year. Mr Goh Yong Long, Senior Vice President, Corporate Development & International Relations received the award on behalf of CAG on 27 July at Shangri-La Hotel Singapore.

The Distinguished Defence Partner Award is given out to employers who have consistently demonstrated outstanding support for national defence and are among the top 20% of the award participants. There were 467 award recipients at this year's ceremony.

CAG has always been a strong supporter of National Defence as the airport is a part of Singapore's critical infrastructure. Other than putting in place human resource policies and practices to support its NS employees to fulfill their NS obligations, CAG also has a staff recreation club with fitness facilities and activities to help its NS employees maintain their physical fitness.



Since 1 July this year, travellers and visitors were greeted by a new landmark sign along the Airport Boulevard as they arrive or leave Changi Airport.

This new landmark sign was unveiled on 1 July 2011 to commemorate CAG's second anniversary and Changi Airport's 30th Anniversary.

Constructed from 80 flat glass panes of various sizes and displayed to harness the transparency and light-refracting properties of the material, the innovative landmark sign offers a distinctive contemporary form that signifies Changi's strong spirit of innovation and quest for excellence. Visually captivating, it is hard to miss the new landmark sign, especially at night as it glows luminously in the dark, welcoming all guests to Changi Airport and Singapore.

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